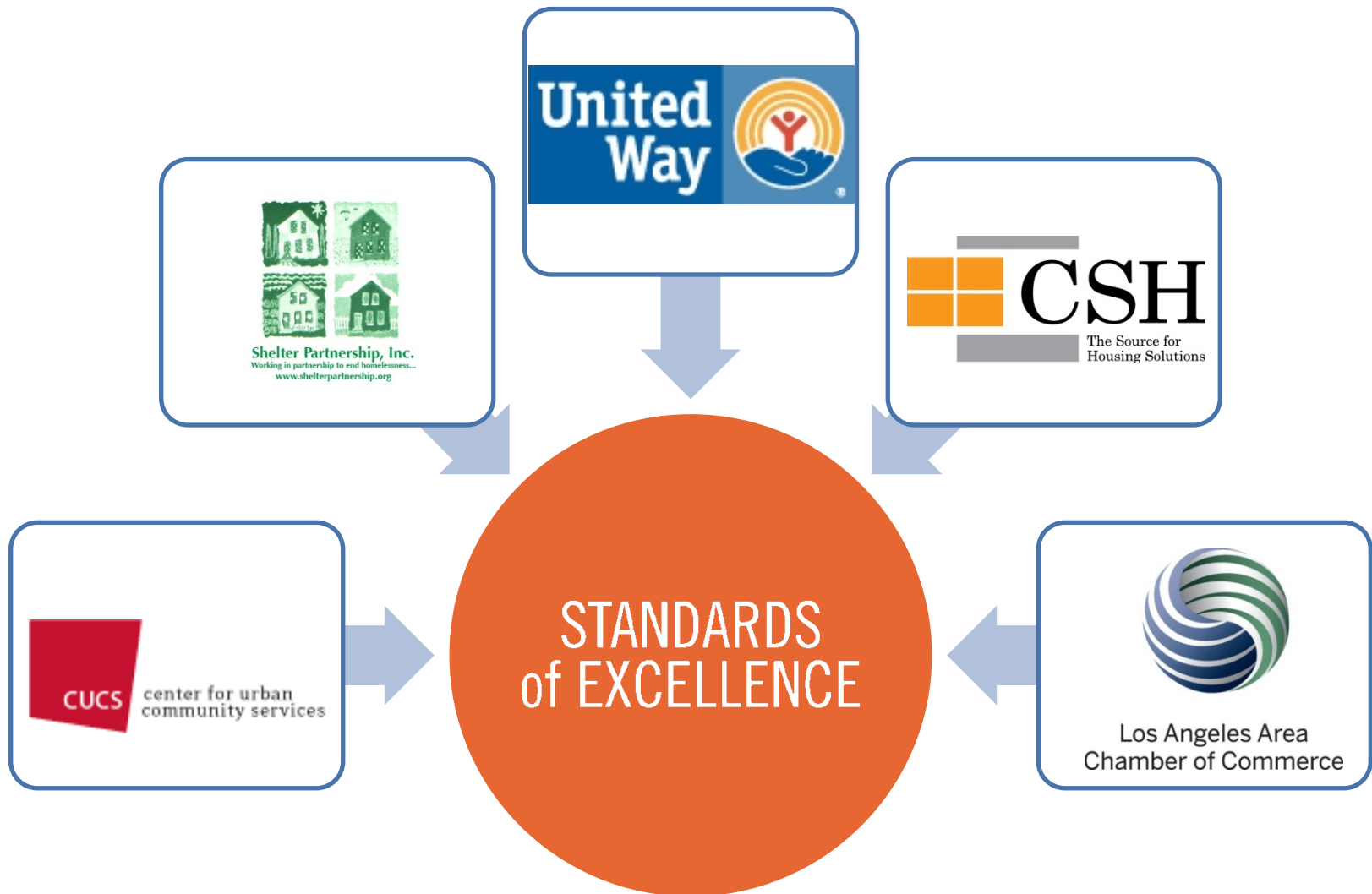# STANDARDS of EXCELLENCE

Presented by
David Howden – CSH
Michael Nailat – Home For Good / United Way
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The Standards of Excellence Team

Agenda

Defining Standards | **Creating Standards** | **Using Standards**

Defining Standards

What are standards?

What are some examples of standards?

What's common amongst these standards?

Why do these standards exist?

What do these standards do?

What is the ultimate goal of standards?

What are standards?

- Restaurant grading, LEEDs, Building Codes
- Minimum requirements, Maximum capacities, performance goals
- To set boundaries, create frameworks
- Incentivize achievement, compliance
- To ensure consistency, promote innovation

What are our standards?

What are the national / local standards?

What are your agency's standards?

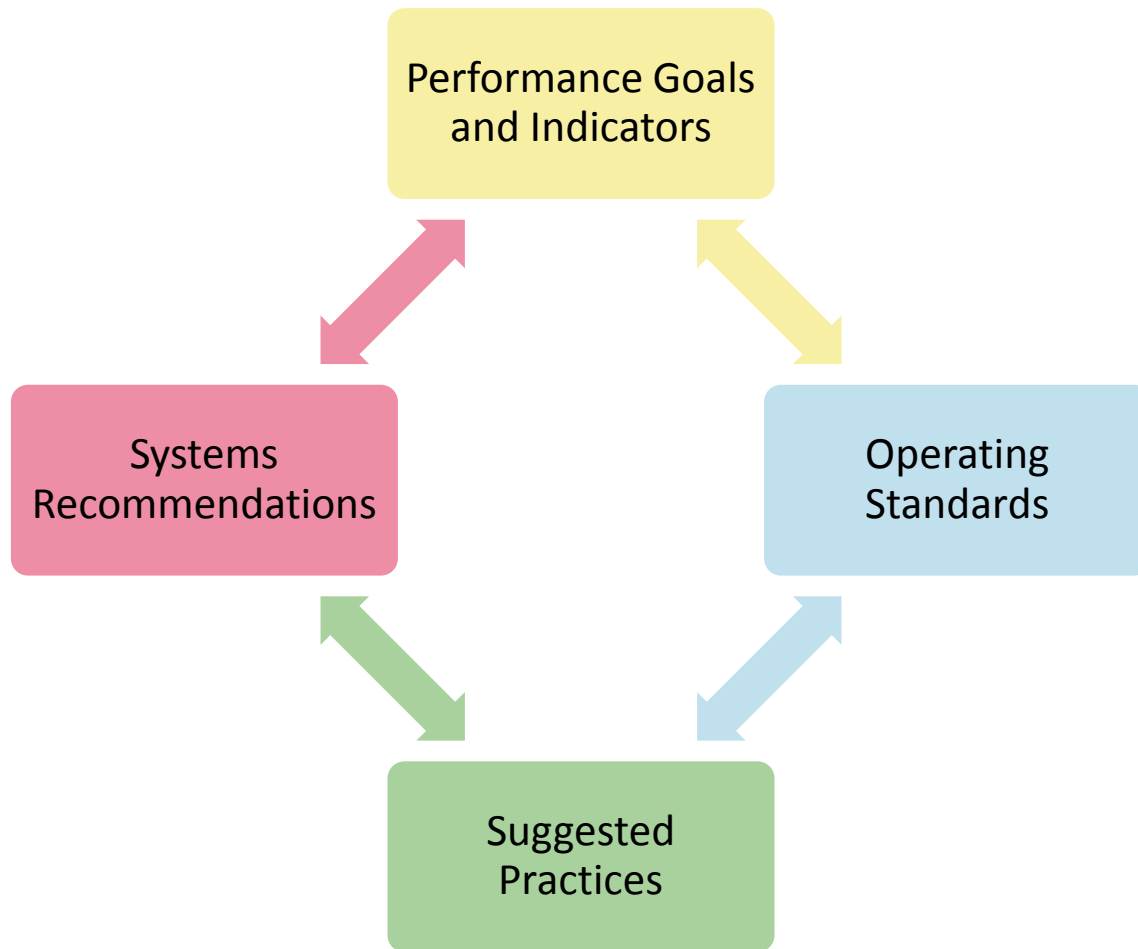What are your personal standards?

Are these standards consistent?

What is the effect of these standards?
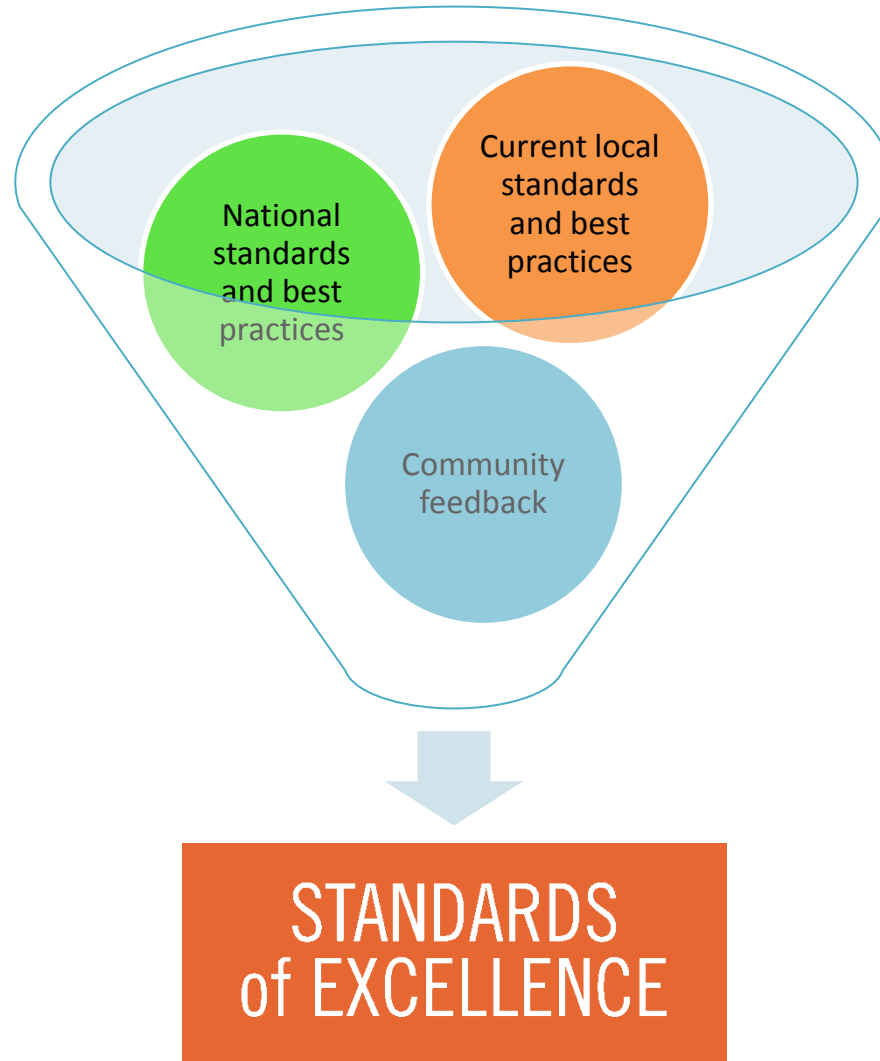
Examples of Current Standards

- HEARTH / HUD SuperNOFA
  - 65% placement from Transitional Housing to Permanent Housing
  - 80% retention in Permanent Housing for 6 months
  - 20% maintain or increase income (benefits/employment)
  - System level coordination/collaboration
  - Housing for chronically homeless
- LAHSA
  - Program type/target population specific targets
  - Standard programmatic / operations requirements
  - Funding principles

Creating Standards

What are the Standards of Excellence?

What are the Standards based on?

National standards and best practices

Current local standards and best practices

Community feedback

STANDARDS of EXCELLENCE

Who are the Standards for?

- Outreach programs
- Emergency Shelters
- Permanent Supportive Housing
- Funders
- System-level agencies

What are the Standards meant to do?

- Identify a consistent set of performance goals and program requirements

- Promote innovation, evidence-based solutions

- Encourage system-level efficiencies

Outputs vs. Outcomes

An **output** should be:

➤ Focused on what the client and/or program will do to achieve the outcome.

➤ Quantified in terms of the frequency and intensity of the activity from the client's perspective.

➤ Specific to the activity described for the program.

➤ Feasible.

➤ Attainable.

➤ Understandable to someone outside of the program.

An **outcome** should be:

➤ Focused on what the participant will gain from that program.

➤ Quantified in terms of the client-level impact with clear targets and methods.

➤ Specific and attributable to (a result of) that program.

➤ Meaningful.

➤ Attainable.

➤ Understandable to someone outside of the program.

How were the Standards developed?

- Research
  - National Alliance to End Homelessness Toolkit
  - Alameda County
  - Columbus, OH
- Community Engagement
- Surveys, Workgroups, and Focus groups
  - 35 different service providers and funders
- Alignment with primary funders
  - HUD SuperNOFA, LAHSA Performance Targets

Standards for Outreach Programs and Emergency Shelters

- 13 regional homeless coalition meetings

- 65 surveys were completed:
  - 44 outreach surveys
  - 21 emergency shelter surveys

- 2 workgroups (one for outreach and one for emergency shelters) each met 5 times and achieved consensus on 4 categories

Standards for Outreach Programs
Performance Goals and Indicators

|	
	Engagement: Total persons engaged, engagements made, # of unique engagements.
	Targeting: **75%** of engagements are with the chronically homeless.
	Services: **35%** of those engaged receive condition-specific services (e.g., mental health, substance use, physical health, case management) from outreach team or via linked provider.
	Successful Placements: Of those who exit the program, **75%** are placed into successful destinations.
	Housing Placements: Of those who exit the program, **25%** are placed into permanent housing.
	Effective Partnerships: Of those who exit to permanent housing, **90%** retain housing at 6 months, and **85%** retain housing after 1 year.

Standards for Outreach Programs
Operating Standards

- **Personnel:** Send teams of 2 or more, 18 or older.
- **Qualifications:** Train on, at minimum, core values, physical & health safety (including bloodborne pathogens), boundaries, ethical guidelines, triaging, mental health & substance abuse symptoms, and housing assessment.
- **Self-Care:** Policies are in place to ensure outreach staff maintain physical & mental well-being.
- **Availability:** Outreach occurs at times other than M-F, 9-5, as needed
- **Services:** Offer referrals, services, & housing, including at minimum access to shelter beds, IDs, physical & mental health care, substance use treatment and benefits and employment assistance, based on what the client wants without prerequisites (such as sobriety, program completion, or medication-compliance).
- **Coordination:** Collaborate with Continuum-coordinated entry systems and community partners, including other outreach programs, service providers & housing providers.
- **Compliance:** Provider is not on any Continuum of Care probation list.

Standards for Outreach Programs

Suggested Practices

&

System Recommendations
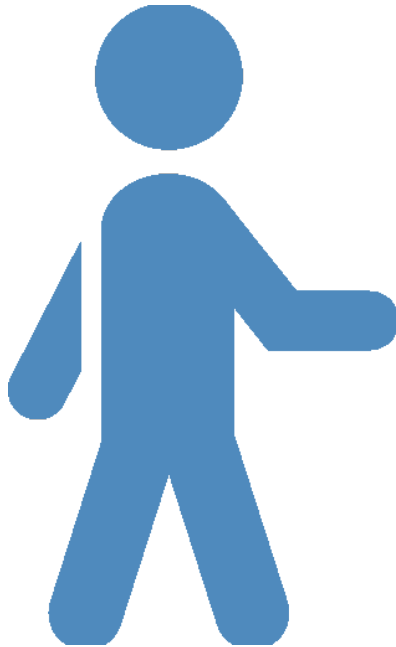
Standards for Emergency Shelters
Performance Goals and Indicators

Standardized Access: 90% of new guests are screened for diversion & complete a basic intake within 24 hours; of new guests who have stayed at the shelter for 1 week, **85%** complete an Individualized

Targeting: 25%* of individual guests are chronically homeless (*or most recent PIT %).

Next-Step Housing: 65% of exiting guests are placed in appropriate next-step housing.

Permanent Housing: 35% of guests exit to permanent housing

Permanent Housing Retention: Of those who exit to permanent housing, **90%** retain housing at 6 months, and **85%** retain housing after 1 year.

Guest Safety: 80% of those who complete satisfaction surveys would recommend the shelter to someone else in need.

Standards for Emergency Shelters
Operating Standards

- **Eligibility:** Guests cannot be required to: be clean & sober, have completed treatment, be employed (or at a prescribed income level), or be med-compliant to enter shelter

- **Staffing:** Agency maintains a ratio of no less than 1 case manager/housing specialist to 30 guests who choose to participate in case management.

- **Alumni Involvement:** Avenues exist for alumni involvement & peer support in the delivery of supportive services.

- **Governance:** At least one currently or formerly homeless individual serves on the board of directors.

- **Income:** All guests with IHSPs are assisted in receiving all eligible benefits (at minimum, VA, UIB, CalWORKs, Social Security, CalFresh, GR, SDI/SSI/SSDI, Medi-Cal, Healthy Way LA) &/or achieving earned income.

- **Family Separation:** Resources or referrals are in place that will shelter families without separation.

- **Compliance:** Shelter is ADA-compliant & not on any CoC probation list.

- **Food Safety:** Staff who prepare & serve meals must have completed County's Safe Serve certification.

- **Documentation of Shelter Stay:** Shelter will maintain documentation of every guest's shelter stay in order to provide homeless certification when needed.

- **Grievances:** Every guest is given protocols for expressing grievances during shelter stay.

- **Length of Stay:** Individualized Housing & Service Plans are designed to facilitate the shortest possible shelter stays.

Standards for Emergency Shelters

Suggested Practices
&
System Recommendations

Standards for Permanent Supportive Housing

- Community Outreach and Focus Groups
  - Service Providers
  - Supportive Housing Developers
  - Property Managers
  - Tenants
- PSH Workgroup
  - 7 Workgroup Meetings Spring 2012
  - 7 Workgroup Meetings Spring 2013
  - 12 Core Provider Groups

Standards for Permanent Supportive Housing
Performance Goals and Indicators

Housing Stabilization: At least **90%** of tenants retain permanent housing (remain in unit or exit to other permanent housing) at 6 months and **85%** after 1 year.

Access to Housing: At least **90%** of new or turnover PSH units for individuals and at least **50%** of all new or turnover PSH units are dedicated to the chronically homeless.

Increase in Benefits: **100%** assessed for eligible benefits (at minimum SSI/SSDI, GR, CalWORKs, VA); of those eligible, **95%** apply within 6 months; of those applying, **90%** received within 1 year.

Tenant Satisfaction / Quality of Life: TBD (*a standardized survey instrument to gauge tenant satisfaction survey with services/property management, state of health/wellness, community integration, & quality of life)

Standards for Permanent Supportive Housing
Operating Standards

- **Supportive Services:** 1) Easy access to a comprehensive array of services designed to assist tenants in sustaining stability and productive lives in the community. 2) At minimum, service coordination and case management must be offered to every tenant.

- **Lease:** Tenants have lease or similar form of occupancy agreement with 1) no limits on length of tenancy as long as terms and conditions of agreement are met, 2) Participation in services cannot be a condition of tenancy, unless dictated by funding sources, and 3) No curfews or guest fees can be imposed.

- **Access to Housing:** To enter or retain housing, tenants cannot be required to have completed a program, have had a shelter stay, be clean and sober, or med compliant.

- **Tenant Notice:** All receive a list of CA Tenant's Rights and Responsibilities.

- **Rent:** Tenant ideally pays no more than 30% of their income and never pays more than 40% of income toward rent.

- **Continuum Participation:** Provider is not on any CoC probation list and enrolls all applicable programs/beds on HMIS.

Standards for Permanent Supportive Housing

Suggested Practices
&
System Recommendations

Using Standards

What can we do with these Standards?

Measure Performance Promote Consistency

Measuring Performance

- On multiple levels
  - Individual
  - Program
  - Agency
  - Region
  - System
- Over multiple time periods
  - Point-in-time vs. Over time

Promoting Consistency

- At the programmatic level
  - Reduces opportunities for "creaming"
  - Makes data collection more straightforward
- At the system level
  - Allows for <u>fair</u> comparisons

What can Standards do for us?

Identify Gaps   Create Opportunities

Identify Gaps

- What makes some standards more difficult to achieve than others?
  - Lack of housing
  - Lack of beds
  - Difficultly locating appropriate services
  - Lack of mainstream resources
  - Not enough funding

Create Opportunities

- What resources would make standards more reasonable to achieve?
  - More housing
  - More beds
  - Coordinated entry
  - More benefits
  - More funding
- Standards can help funders and systems identify better ways to support service providers

What's happening now / next?

- Based on the community's feedback, Home For Good has begun offering technical assistance and training opportunities
  - "Skills for Working with the Chronically Homeless"
  - Continuous Quality Improvement opportunities
- Tools and procedures for Standards measurement are being created
- A Standards "certification" framework is in development

In Closing…

- Standards help us build a framework for achievement

- The Standards of Excellence were developed by the community for the community

- By using the Standards, we can more accurately and consistently measure how we've done and figure out how we can do even better

- In short, Standards can help us move the needle on homelessness

Q&

A

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Thank You!